

Chief Financial Officer

Lisa C. Signori, Chief Financial Officer

Cabinet Mission

The Chief Financial Officer (CFO) ensures coordination of the City's financial processes. The CFO oversees the operating budget presentation and monitoring as well as the preparation and monitoring of the City's capital budget. The CFO develops systems or proposes legislative changes to ensure revenue predictability and reasonable growth, and ensures prudent management of all funds due to and disbursed by the City. Strict fiscal controls and adherence to sound financial practices, as reflected in expenditure and revenue reports, financial statements, audits and reviews, are assured by the CFO.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Assessing Department	5,259,789	4,860,721	5,145,247	5,113,616
	Auditing Department	7,947,045	1,784,878	1,846,523	1,846,522
	Budget Management	2,639,061	2,467,746	2,098,718	2,098,718
	Execution of Courts	5,000,000	2,165,776	3,500,000	3,500,000
	Medicare Payments	3,952,017	3,902,067	4,100,000	4,450,000
	Pensions & Annuities - City	5,665,000	4,600,000	4,600,000	4,600,000
	Pensions & Annuities - County	300,000	300,000	300,000	300,000
	Purchasing Division	1,250,423	1,229,368	1,132,472	1,132,472
	Taxpayer Referral & Assistance	417,885	331,696	0	0
	Treasury Department	3,824,036	3,969,953	4,001,099	3,366,298
	<i>Total</i>	<i>36,255,256</i>	<i>25,612,205</i>	<i>26,724,059</i>	<i>26,407,626</i>

Assessing Department Operating Budget

Ronald W. Rakow, Commissioner Appropriation: 136

Department Mission

The mission of the Assessing Department is to accurately assess property, and provide prompt and courteous response to requests for service from the public.

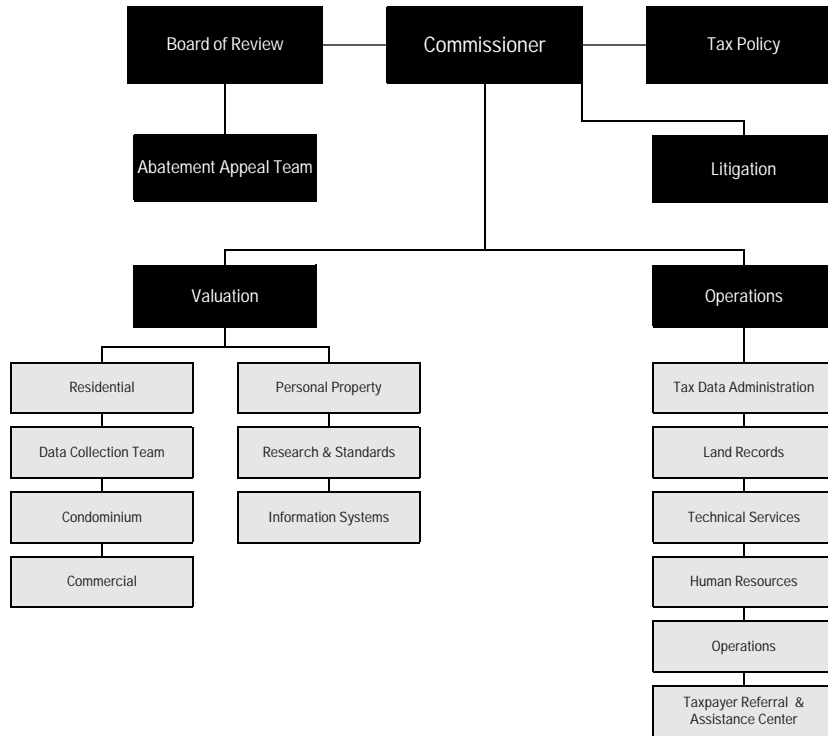
FY05 Performance Objectives

- To resolve taxpayer inquiries in a timely and responsive manner.
- To maintain and ensure data quality for all real and personal property to produce consistent and accurate values.
- To resolve abatements in a timely and responsive manner.
- To maintain accurate parcel and ownership data so as to ensure a fair assessment system.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Operations	1,489,448	1,322,734	1,537,822	1,602,653
	Valuation	2,551,966	2,660,358	2,675,680	2,737,381
	Executive	1,218,374	877,628	931,745	773,582
	Total	5,259,788	4,860,720	5,145,247	5,113,616

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	4,252,098	4,251,476	4,660,897	4,647,616
Non Personnel	1,007,690	609,244	484,350	466,000
Total	5,259,788	4,860,720	5,145,247	5,113,616

Assessing Department Operating Budget



Authorizing Statutes

- Organizations, CBC St. 6, s. 100-107; CBC Ord. 6, x. 100-104.
- Taxation, MGLA c. 59; MGLA c. 60A-B; MGLA c. 61A-B; MGLA c. 121A.
- Abatement of Back Taxes, MGLA c. 58, s. 8.
- Classification, MGLA c. 59, s. 2A; MGLA c. 40, s. 56.
- Annual Assessment, MGLA c. 59, s. 23.
- Proposition 2 1/2, MGLA c. 59, s. 21C.
- Cherry Sheets - State Aid, MGLA c. 58, s. 18A-C, 25A; MGLA c. 29, s. 2 M-O, 67-71.

Description of Services

The Assessing Department is responsible for the valuation and assessment of all real and personal property in the City of Boston for the purpose of taxation. Assessment records are reviewed annually to reflect new construction, fire damage, and changes in ownership. The Department conducts a revaluation program every three years. The Department conducts research on assessment practices and provides the necessary accounting control and other related clerical support to properly assess real and personal property. The Department maintains official maps, records of assessment and ownership, abatements and related property description data.

Department History

<i>Personnel Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	51000 Permanent Employees	4,196,536	4,180,002	4,590,897	4,602,616	11,719
	51100 Emergency Employees	5,815	0	0	0	0
	51200 Overtime	49,627	66,277	60,000	30,000	-30,000
	51600 Unemployment Compensation	121	5,197	0	10,000	10,000
	51700 Workers' Compensation	0	0	10,000	5,000	-5,000
	Total Personnel Services	4,252,099	4,251,476	4,660,897	4,647,616	-13,281
<i>Contractual Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	52100 Communications	103,697	118,225	97,000	98,000	1,000
	52200 Utilities	0	0	0	0	0
	52400 Snow Removal	0	0	0	0	0
	52500 Garbage/Waste Removal	0	0	0	0	0
	52600 Repairs Buildings & Structures	0	0	0	0	0
	52700 Repairs & Service of Equipment	81,647	100,536	81,000	27,000	-54,000
	52800 Transportation of Persons	0	0	0	0	0
	52900 Contracted Services	592,431	133,837	191,000	156,000	-35,000
	Total Contractual Services	777,775	352,598	369,000	281,000	-88,000
<i>Supplies & Materials</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	53000 Auto Energy Supplies	4,357	4,524	8,000	5,000	-3,000
	53200 Food Supplies	0	0	0	0	0
	53400 Custodial Supplies	0	0	0	0	0
	53500 Med, Dental, & Hosp Supply	0	0	0	0	0
	53600 Office Supplies and Materials	41,547	67,069	50,750	34,000	-16,750
	53700 Clothing Allowance	0	0	0	0	0
	53900 Misc Supplies & Materials	1,963	1,833	0	0	0
	Total Supplies & Materials	47,867	73,426	58,750	39,000	-19,750
<i>Current Chgs & Oblig</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	54300 Workers' Comp Medical	222	0	0	0	0
	54400 Legal Liabilities	0	0	0	0	0
	54500 Aid To Veterans	0	0	0	0	0
	54600 Current Charges H&I	0	0	0	0	0
	54700 Indemnification	0	0	0	0	0
	54900 Other Current Charges	57,014	78,523	56,600	146,000	89,400
	Total Current Chgs & Oblig	57,236	78,523	56,600	146,000	89,400
<i>Equipment</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	55000 Automotive Equipment	0	0	0	0	0
	55400 Lease/Purchase	105,030	53,247	0	0	0
	55600 Office Furniture & Equipment	0	0	0	0	0
	55900 Misc Equipment	19,782	51,450	0	0	0
	Total Equipment	124,812	104,697	0	0	0
<i>Other</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	56200 Special Appropriation	0	0	0	0	0
	57200 Structures & Improvements	0	0	0	0	0
	58000 Land & Non-Structure	0	0	0	0	0
	Total Other	0	0	0	0	0
Grand Total		5,259,789	4,860,720	5,145,247	5,113,616	-31,631

Department Personnel

Title	Union Code	Grade	Position	FY05 Salary	Title	Union Code	Grade	Position	FY05 Salary
Commissioner (ASN)	CDH		1	105,287	Admin Secretary	SU4	14	1	39,684
Executive Assistant (Asses Oper Mgmt)	EXM	12	2	186,715	Asst Assessor (Trainee II)	AFB	14	1	28,992
Executive Asst (ASN)	EXM	10	6	462,108	Asst Assessor (Trainee II)	AFL	14	3	93,495
Prin Admin Assistant	EXM	8	1	67,160	Head Clerk & Secretary	SU4	13	1	27,067
Assistant Director-Asses Plan Mnt	AFJ	19	1	66,093	Title Examiner	SU4	13	3	104,300
Research Assessor	AFL	18	2	115,612	Assistant Assessor (Trl)	AFL	12	4	103,612
Senior Assessing Drafter	AFL	18A	1	61,107	Head Clerk	SU4	12	13	396,651
Sr Research Analyst (ASN)	SU4	18	2	89,439	Principal DP System Analyst	SE1	10	2	169,489
Supervisor Assistant Assessor	AFB	18	2	109,331	Property Officer	SU4	10	1	24,062
Supervisor Assistant Assessor	AFL	18	6	333,499	Prin Admin Asst	SE1	9	2	156,659
Assistant Assessor	AFL	16A	12	504,042	Prin Admin Assistant	SE1	8	4	282,621
Jr Asses Draftsman	AFJ	16	1	38,278	Dir-Assessing Services	SE1	7	1	66,707
Office Manager (ASN)	SU4	16	2	96,564	Data Proc Info Manager	SE1	6	2	110,685
Research Analyst (ASN)	SU4	16	2	76,548	Data Proc System Analyst	SE1	6	2	106,832
Sr Admin Anlayst (ASN)	SU4	16	1	48,282	Management Analyst (TRAC)	SE1	6	2	107,720
Admin Assistant	SU4	15	4	163,467	Senior Admin Analyst	SE1	6	2	116,411
Admin Analyst	SU4	14	6	226,267	Administrative Secretary (ASN)	SE1	3	1	46,067
					Total	97			4,730,851
					Adjustments				
					Differential Payments				0
					Other				44,000
					Chargebacks				0
					Salary Savings				-172,235
					FY05 Total Request				4,602,616

Program 1. Operations

Emmanuel Dikibo, Manager Organization: 136100

Program Description

The Operations Program provides administration, fiscal, human resources, and other related administrative services to all operating units within the Department. It also provides management and technical support for fleet administration, facilities and office management, and office technology including ownership and physical description changes to real property that are maintained by the Tax Data Administration and Land Records units. The Taxpayer Referral and Assistance Center (TRAC) provides a single point of contact to taxpayers seeking information, assistance or referrals regarding excise, personal property, and real estate. TRAC handles inquiries by phone, mail, and electronically.

Program Objectives

- To process all personal exemption applications filed in a timely and responsive manner.
- To process all residential exemption applications filed in a timely and responsive manner.
- To maintain accurate parcel and ownership data so as to ensure a fair assessment system.
- To resolve taxpayer inquiries in a timely and responsive manner.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of map requests completed in 5 days		100%	90%	85%
% of mail inquiries including e-mail regarding motor and boat excise, personal and residential exemptions responded to within 15 days			100%	100%
% of motor vehicle excise abatements processed within 15 days			100%	100%
% of telephone calls answered within 3 minutes or less				100%
% of residential exemption applications processed within 90 days			100%	100%
% of personal exemption applications processed within 90 days			100%	100%

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	28	23	30	31
Personnel Services	1,219,405	1,024,119	1,372,072	1,465,153
Non Personnel	270,043	298,616	165,750	137,500
Total	1,489,448	1,322,734	1,537,822	1,602,653
Mail inquiries including e-mail regarding motor and boat excise, personal and residential exemptions received			44,000	44,000
Motor vehicle excise abatements received			30,000	30,000
Calls answered within 3 minutes				10,000
Residential exemption applications received			14,000	14,000
Personal exemption applications received			8,000	8,000

Program 2. Valuation

Richard Carlson, Manager Organization: 136200

Program Description

The Valuation Program establishes and records the full and fair cash value of all real and personal property in the City of Boston as of January 1 of each year. Program staff also conducts research to develop sales models and valuation standards to produce market-based assessments.

Program Objectives

- To maintain and ensure data quality for all real and personal property to produce consistent and accurate values.
- To resolve abatements in a timely and responsive manner.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of first time commercial abatement filers with information requests processed in 90 days	100%	100%	100%	100%
% of maintenance properties field reviewed	100%	100%	100%	100%
% of first time residential abatement applications with information requests processed in 90 days	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	52	55	55	56
Personnel Services	2,331,482	2,424,371	2,503,580	2,531,181
Non Personnel	220,485	235,987	172,100	206,200
Total	2,551,966	2,660,358	2,675,680	2,737,381
Maintenance properties reviewed	10,114	9,083	9,500	TBR

Program 3. Executive

Ronald W. Rakow, Commissioner Organization: 136300

Program Description

The Executive Program provides support services to the Commissioner including tax policy, information coordination and dissemination. In addition, both the Board of Review and Litigation units handle rulings on all abatement applications and representation at the State's Appellate Tax Board regarding these applications.

Program Objectives

- To resolve taxpayer inquiries in a timely and responsive manner.
- To resolve abatement appeals in a timely manner.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of public requests to Commissioner's office addressed within 3 days		99%	99%	98%	90%
% of requests to Commissioner resolved within 60 days		100%	99%	100%	100%
<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota		13	15	12	10
Personnel Services		701,212	802,987	785,245	651,282
Non Personnel		517,163	74,642	146,500	122,300
Total		1,218,374	877,628	931,745	773,582
Public requests received		630	791	800	700

Auditing Department Operating Budget

Sally D. Glora, City Auditor Appropriation: 131

Department Mission

The mission of the Auditing Department is to present a complete and accurate statement of the City's financial condition.

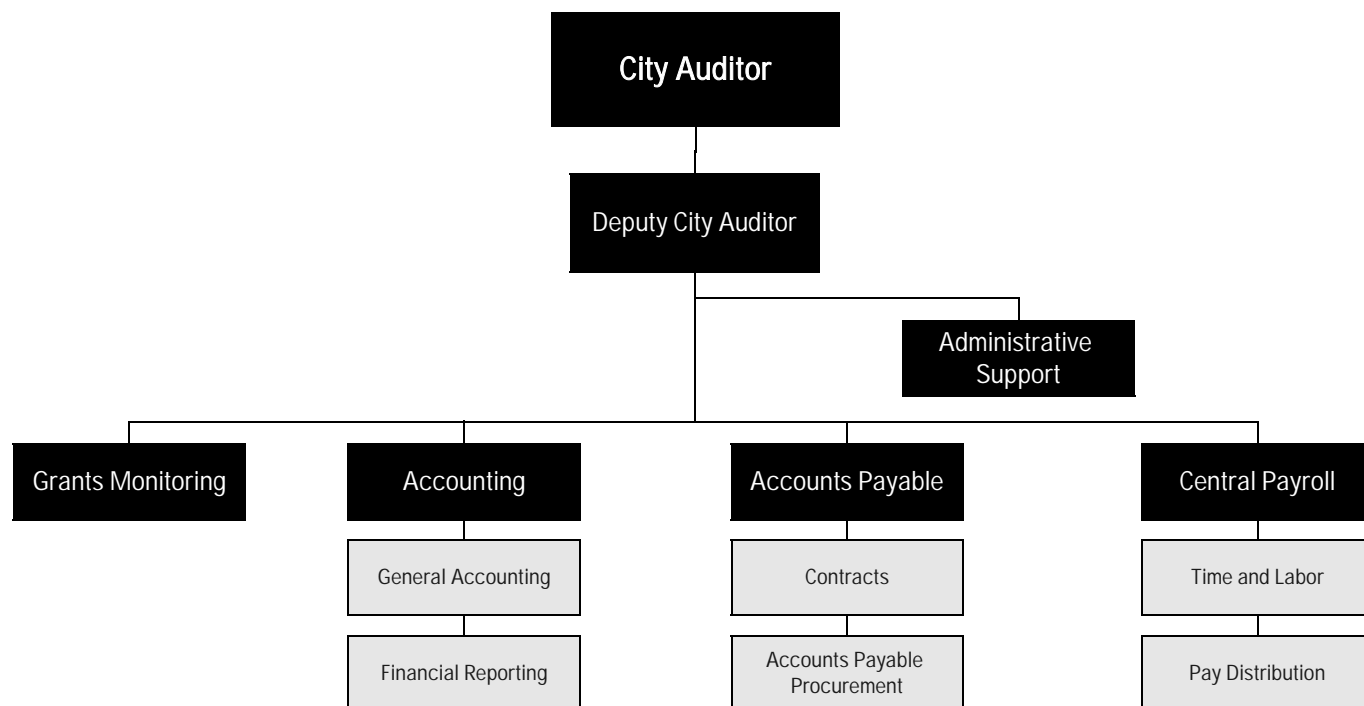
FY05 Performance Objectives

- To review, process, and record financial transactions in a timely fashion.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Administration	316,346	362,231	370,739	377,603
	Accounting	419,353	454,874	420,331	430,484
	Central Payroll	366,425	334,143	346,541	378,513
	Grants Monitoring	142,067	202,361	211,248	213,937
	Accounts Payable	400,416	431,269	497,663	445,986
	BAIS Support	6,302,438	0	0	0
	<i>Total</i>	<i>7,947,045</i>	<i>1,784,878</i>	<i>1,846,523</i>	<i>1,846,523</i>

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	3,572,378	1,667,755	1,727,494	1,753,273
Non Personnel	4,374,667	117,124	119,029	93,249
<i>Total</i>	<i>7,947,045</i>	<i>1,784,878</i>	<i>1,846,523</i>	<i>1,846,523</i>

Auditing Department Operating Budget



Authorizing Statutes

- Annual Audit, 31 USC 7502; MGLA c. 41, s. 50, 53; MGLA c. 44, s. 40, 53D; MGLA c. 60, s. 97; Ch. 190, s. 14, Acts of 1982; CBC Ord. 6, s. 5.
- Annual Appropriation, MGLA c. 41, s. 57-58; Ch. 701, s. 3, 7-9, Acts of 1986; Ch. 190, s. 18, Acts of 1982; CBC St. 6, s. 252; CBC Ord. 6, s. 10.
- Execution of Contracts, MGLA c. 40, s. 4G; MGLA c. 41, s. 17; CBC St. 4, s. 7-8; CBC Ord. 5, s. 120.
- Payment of Bills, MGLA c. 41, s. 51, 56; CBC Ord. 5, s. 119; CBC Ord. 6, s. 4-6; CBC Ord. 11, s. 178.
- Payment of Payrolls, MGLA c. 41, s. 56; Ch. 190, s. 18, Acts of 1982; CBC Ord. 5, s. 121; CBC Ord. 6, s. 3.
- Debt Service, Ch. 190, s. 4, 8, Acts of 1982; MGLA c. 41, s. 57; CBC St. 6, s. 254-255; CBC Ord. 6, s. 1-2.
- Financial Accounting and Reporting, 31 USC 7502; MGLA c. 41, s. 54, 57-58, 61; MGLA c. 44, s. 43; CBC St. 6, s. 2-3; CBC Ord. 5, s. 126; CBC Ord. 6, s. 7-8.

Description of Services

The Department prepares the City's annual financial statements, reviews and processes all financial transactions for accuracy, completeness, and compliance, implements fiscal controls over departmental spending, and provides technical assistance to departments and agencies.

Department History

<i>Personnel Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	51000 Permanent Employees	3,289,458	1,641,743	1,717,282	1,734,523	17,241
	51100 Emergency Employees	40,610	0	0	0	0
	51200 Overtime	215,464	17,480	10,212	18,750	8,538
	51600 Unemployment Compensation	26,846	8,416	0	0	0
	51700 Workers' Compensation	0	115	0	0	0
	Total Personnel Services	3,572,378	1,667,754	1,727,494	1,753,273	25,779
<i>Contractual Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	52100 Communications	57,781	24,994	10,879	14,000	3,121
	52200 Utilities	0	0	0	0	0
	52400 Snow Removal	0	0	0	0	0
	52500 Garbage/Waste Removal	0	0	0	0	0
	52600 Repairs Buildings & Structures	0	0	0	0	0
	52700 Repairs & Service of Equipment	3,201	2,559	3,000	12,480	9,480
	52800 Transportation of Persons	5,346	1,233	4,500	4,500	0
	52900 Contracted Services	4,263,980	65,941	43,300	35,308	-7,992
	Total Contractual Services	4,330,308	94,727	61,679	66,288	4,609
<i>Supplies & Materials</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	53000 Auto Energy Supplies	0	0	0	0	0
	53200 Food Supplies	0	0	0	0	0
	53400 Custodial Supplies	0	0	0	0	0
	53500 Med, Dental, & Hosp Supply	0	0	0	0	0
	53600 Office Supplies and Materials	16,385	9,231	12,900	12,900	0
	53700 Clothing Allowance	0	0	0	0	0
	53900 Misc Supplies & Materials	1,410	543	1,000	1,000	0
	Total Supplies & Materials	17,795	9,774	13,900	13,900	0
<i>Current Chgs & Oblig</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	54300 Workers' Comp Medical	246	0	0	0	0
	54400 Legal Liabilities	0	0	0	0	0
	54500 Aid To Veterans	0	0	0	0	0
	54600 Current Charges H&I	0	0	0	0	0
	54700 Indemnification	0	0	0	0	0
	54900 Other Current Charges	26,319	6,532	6,450	6,450	0
	Total Current Chgs & Oblig	26,565	6,532	6,450	6,450	0
<i>Equipment</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	55000 Automotive Equipment	0	0	0	0	0
	55400 Lease/Purchase	0	0	0	6,611	6,611
	55600 Office Furniture & Equipment	0	0	0	0	0
	55900 Misc Equipment	0	6,090	37,000	0	-37,000
	Total Equipment	0	6,090	37,000	6,611	-30,389
<i>Other</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	56200 Special Appropriation	0	0	0	0	0
	57200 Structures & Improvements	0	0	0	0	0
	58000 Land & Non-Structure	0	0	0	0	0
	Total Other	0	0	0	0	0
Grand Total		7,947,046	1,784,877	1,846,523	1,846,522	-1

Department Personnel

Title	Union Code	Grade	Position	FY05 Salary	Title	Union Code	Grade	Position	FY05 Salary
City Auditor	CDH		1	105,287	Prin Adm Anl (AUD)	SE1	7	2	133,414
Deputy City Auditor	EXM	11	1	89,951	Asst Business Analyst/Payroll	SE1	6	1	52,714
Assistant Prin Accountant	SU4	14	2	74,151	Senior Admin Analyst	SE1	6	1	60,696
Senior Accountant	SU4	13	4	135,854	Sr Admin Analyst (AUD)	SE1	6	3	170,977
Head Account Clerk	SU4	12	4	114,477	Senior Personnel Officer (AUD)	SE1	5	1	55,686
Assistant City Auditor	SE1	9	2	146,185	Supervisor Accounting (AUD)	SE1	5	3	148,204
Sr DP Systems Analyst (BUD)	SE1	9	1	55,028	Admin Analyst (AUD)	SE1	4	2	83,981
Prin Admin Assistant	SE1	8	2	142,005	Senior Research Analyst	SE1	3	3	133,807
Office Manager/Admin Asst	SE1	7	1	66,707	Sr Research Anl Grants (AUD)	SE1	3	1	33,486
Total					35			1,802,612	
Adjustments									
Differential Payments									0
Other									11,675
Chargebacks									-55,881
Salary Savings									-23,883
FY05 Total Request									1,734,523

Program 1. Administration

Dennis Coughlin, Manager Organization: 131100

Program Description

The Administration Program is responsible for executive operations and provides administrative and human resource support to all programs.

Program Objectives

- To provide an organizational support structure that allows for the effective management and efficient operations of all programs in the Auditing Department.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
	% of personnel transactions accurately processed in 5 days	95%	98%	95%	95%
	% of procurement transactions accurately processed in 5 days	95%	92%	95%	95%
	% of vendor invoices accurately processed within 3 days.	95%	89%	95%	95%
Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
	Quota	5	4	4	5
	Personnel Services	280,316	326,164	315,048	345,481
	Non Personnel	36,029	36,067	55,691	32,121
	Total	316,345	362,231	370,739	377,603
	Personnel transactions processed	100	56	50	50
	Procurement transactions processed	125	55	50	50
	Vendor invoices processed	200	124	50	50

Program 2. Accounting

Paul F. Waple, Manager Organization: 131200

Program Description

The primary responsibility of the Accounting Program is to provide accurate and complete financial data and technical assistance to all City departments. The Program also oversees the coordination of the City's Annual Financial Audit and the publication of the Comprehensive Annual Financial Report (CAFR).

Program Objectives

- To ensure the financial records of the City are complete and accurate.
- To review, process, and record financial transactions in a timely fashion.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of journal vouchers completed within 3 days	98%	91%	95%	95%
% of account reconciliations completed within 5 days	95%	99%	95%	95%
% of payroll journals corrected in 7 days			95%	95%

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	8	8	8	8
Personnel Services	410,004	444,829	407,688	417,694
Non Personnel	9,350	10,044	12,643	12,790
Total	419,353	454,874	420,331	430,484
Journal vouchers processed	7,000	31,164	18,000	18,000
Account reconciliations completed	660	680	738	738

Program 3. Central Payroll

Sally Glora, Manager Organization: 131300

Program Description

The primary responsibility of the Central Payroll Program is the timely and accurate processing of wages for all employees for both pay frequencies in compliance with all local, state, and federal laws, and in conformity with the City's collective bargaining agreements.

Program Objectives

- To ensure the efficient management of payroll records and provide timely responses to all requests for information.
- To process payrolls and all related transactions completely, accurately, and on-time while maintaining accounts to ensure the accurate accounting of payroll expense citywide.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of general deductions processed within two pay periods of receipt		97%	99%	97%	97%
% of G/L gross pay chartfield reports distributed within 7 days of pay period end date		99%	100%	95%	95%
% of payroll confirms met within scheduled time frame					90%
<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	7	6	6	6	7
Personnel Services	360,580	316,290	331,894	370,943	
Non Personnel	5,845	17,854	14,647	7,570	
Total	366,425	334,143	346,541	378,513	
General deductions processed	70,000	45,996	60,000	60,000	
Payroll audits performed	10	0	5	10	
Scheduled payroll confirms				52	
Payrolls confirmed within scheduled time frame				47	
General deductions processed within two pay periods of receipt				48,500	

Program 4. Grants Monitoring

Mary L. Raysor, Manager Organization: 131400

Program Description

The primary responsibility of the Grants Monitoring Program is to establish and monitor Special Revenue for all City departments and to provide technical assistance in the process. The program also oversees and coordinates the City's Annual Single Audit for Federal Financial Assistance Programs and also produces the City's Cost Allocation Plan.

Program Objectives

- To review, process and record financial transactions in a timely fashion and undertake custody of financial records.
- To ensure the financial records of the city are complete and accurate.

Program Outcomes	Actual '02	Actual '03	Projected '04	PLOS '05
% of journal vouchers processed within 3 days	95%	77%	95%	95%
% of subrecipient audit findings cleared	90%	93%	90%	90%

Selected Service Indicators	Actual '02	Actual '03	Approp '04	Budget '05
Quota	4	4	4	4
Personnel Services	137,409	197,758	205,451	207,937
Non Personnel	4,658	4,603	5,797	6,000
Total	142,067	202,361	211,248	213,937
Journal vouchers processed	1,200	1,200	450	450
Journal vouchers processed within 3 days				428
Subrecipient findings reported	30	16	75	75
Subrecipient findings cleared				68

Program 5. Accounts Payable

Julie Ann Tippet, Manager Organization: 131500

Program Description

The Accounts Payable Program is responsible for approving procurement documents and processing payment documents completely, accurately, and on-time while maintaining expenditure controls to limit deficit spending citywide.

Program Objectives

- To ensure the financial records of the City are complete and accurate.
- To review, process, and record financial transactions in a timely fashion.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of vendor invoices processed within 5 days	90%	94%	90%	90%
% of procurement documents approved within 3 days	95%	71%	95%	90%
% of returned checks resolved within 15 days of receipt	95%	97%	95%	95%

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	13	13	13	11
Personnel Services	361,468	382,713	467,412	411,218
Non Personnel	38,948	48,556	30,251	34,768
Total	400,416	431,269	497,663	445,986
Vendor invoices processed	78,000	74,499	70,000	65,000
Procurement documents approved	15,000	15,000	17,000	17,000
Checks returned			100	100

Program 6. BAIS Support

Sally Glora, Manager Organization: 131600

Program Description

The primary responsibilities of the BAIS Support Program are to assist departments in identifying opportunities to improve administrative processes, coordinate activities necessary to capitalize on those opportunities and promote the incorporation of new technologies and business procedures to achieve administrative efficiencies, while maintaining and expanding a state-of-the-art administrative system.

Program Objectives

- To improve and standardize the City's HRMS and Financial business processes via BAIS.
- To support infrastructure for administrative and financial reporting.
- To ensure training needs are met.
- To ensure compensation is accurately calculated and reported.
- To ensure operational needs are met through BAIS Financial and BAIS HRMS applications.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
Bi-monthly user group meetings for BAIS Financials and BAIS HRMS	12			
% of training requests met	95%			

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	31	0	0	0
Personnel Services	2,022,601	0	0	0
Non Personnel	4,279,838	0	0	0
Total	6,302,438	0	0	0
# of major enhancements implemented	25			
Implement HRMS Version 8 upgrade	1			
# of employees trained	200			

Budget Management Operating Budget

Karen A. Connor, Acting Director Appropriation: 141

Department Mission

The mission of the Office of Budget Management is to allocate all financial resources available to the City through the operating and capital budgets enabling the City to deliver the best mix of services and to invest in the appropriate capital assets needed to support present and anticipated future service delivery needs at the lowest possible cost.

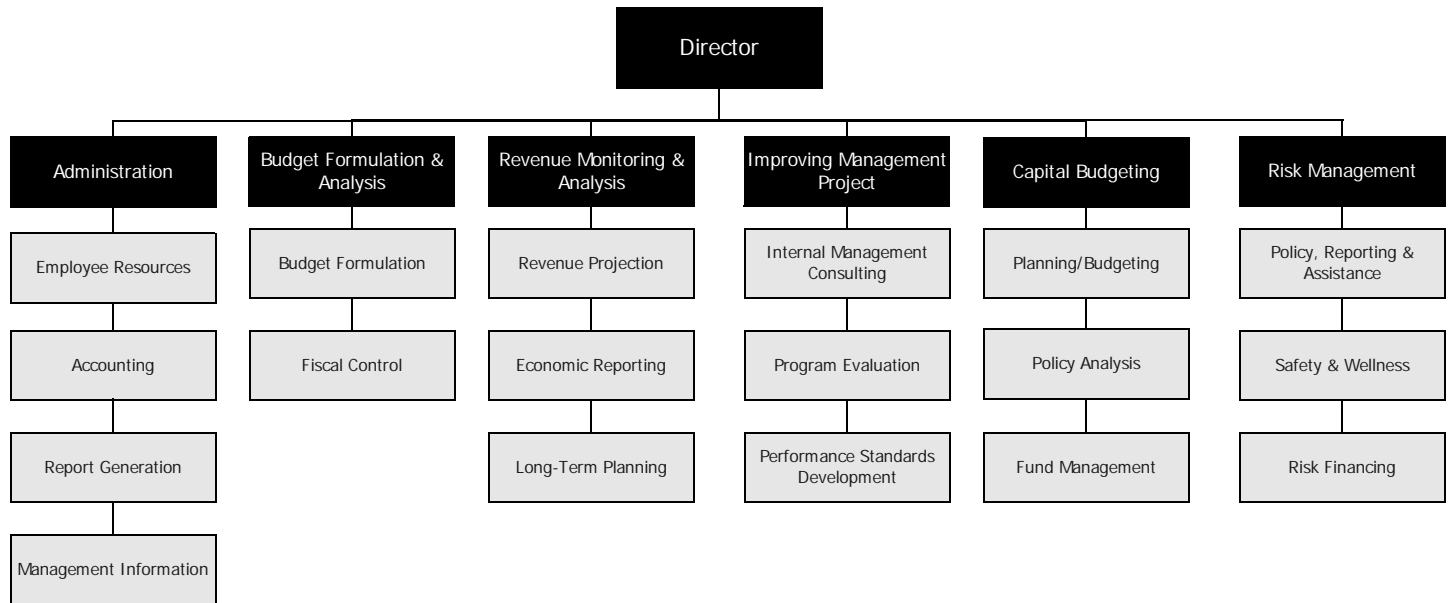
FY05 Performance Objectives

- To maintain the operational efficiency of the department to support achievement of department objectives.
- To ensure a balanced budget that achieves its stated objectives.
- To conduct accurate, objective, and independent analysis of City programs and services.
- To maintain debt service costs at 7% or less of operating budget expenditures.
- To effectively manage the capital appropriation system.
- To promote improved city-wide risk management efforts and lower related costs.
- To develop and implement city-wide risk financing strategy.

Operating Budget	Program Name	Total Actual '02	Total Actual '03	Total Approp '04	Total Budget '05
	Administration	1,423,942	1,542,088	1,266,882	1,239,302
	Budget Formulation	472,879	491,645	506,396	559,843
	Revenue Monitoring	150,650	158,137	163,956	160,564
	Improving Management Project	3,538	3,177	1,500	6,900
	Capital Budgeting	400,340	92,764	33,608	7,265
	Risk Management	187,712	179,936	126,376	124,844
	Total	2,639,061	2,467,746	2,098,718	2,098,718

Selected Service Indicators	Actual '02	Actual '03	Approp '04	Budget '05
Personnel Services	1,659,666	1,430,307	1,282,748	1,300,845
Non Personnel	979,396	1,037,439	815,970	797,873
Total	2,639,061	2,467,746	2,098,718	2,098,718

Budget Management Operating Budget



Authorizing Statutes

- Annual Appropriation Process, Ch. 190, s. 15, Acts of 1982 (Tregor Legislation) as amended by Ch. 701, s. 2, Acts of 1986 (Tregor Amendment).
- Reserve Fund, Ch. 701, s. 7, Acts of 1986.
- Budget Allotment Process and Reallocations, Ch. 190, s. 18, Acts of 1982 as amended by Ch. 701, s. 8-9, Acts of 1986.
- Duties of Supervisor of Budgets, CBC Ord. 5, s. 5.
- Transfer of Appropriations, Ch. 190, s. 23, Acts of 1982 as amended by Ch. 701, s. 3 Acts of 1986.
- Penalty for Overspending Budget, Ch. 190, s. 17, Acts of 1982.

Description of Services

The Office of Budget Management coordinates the analysis and presentation of the Mayor's operating budget and capital plan. The Office also assembles, analyzes and presents data with respect to revenue and debt management. In addition, the Office assists line departments to evaluate programs and to establish and use performance measures to improve the quality, effectiveness, and efficiency of City services while minimizing the cost of program delivery.

Department History

<i>Personnel Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	51000 Permanent Employees	1,648,156	1,412,433	1,270,048	1,288,145	18,097
	51100 Emergency Employees	0	0	0	0	0
	51200 Overtime	11,509	17,874	12,700	12,700	0
	51600 Unemployment Compensation	0	0	0	0	0
	51700 Workers' Compensation	0	0	0	0	0
	Total Personnel Services	1,659,665	1,430,307	1,282,748	1,300,845	18,097
<i>Contractual Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	52100 Communications	28,359	28,704	28,120	28,900	780
	52200 Utilities	0	0	0	0	0
	52400 Snow Removal	0	0	0	0	0
	52500 Garbage/Waste Removal	0	0	0	0	0
	52600 Repairs Buildings & Structures	0	0	0	0	0
	52700 Repairs & Service of Equipment	1,263	714	2,500	2,500	0
	52800 Transportation of Persons	80	170	300	300	0
	52900 Contracted Services	859,012	949,350	674,850	655,973	-18,877
	Total Contractual Services	888,714	978,938	705,770	687,673	-18,097
<i>Supplies & Materials</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	53000 Auto Energy Supplies	216	233	0	0	0
	53200 Food Supplies	150	0	0	0	0
	53400 Custodial Supplies	0	0	0	0	0
	53500 Med, Dental, & Hosp Supply	0	0	0	0	0
	53600 Office Supplies and Materials	5,116	3,970	6,000	6,000	0
	53700 Clothing Allowance	0	0	0	0	0
	53900 Misc Supplies & Materials	295	585	2,000	2,000	0
	Total Supplies & Materials	5,777	4,788	8,000	8,000	0
<i>Current Chgs & Oblig</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	54300 Workers' Comp Medical	0	0	0	0	0
	54400 Legal Liabilities	0	0	0	0	0
	54500 Aid To Veterans	0	0	0	0	0
	54600 Current Charges H&I	0	0	0	0	0
	54700 Indemnification	0	0	0	0	0
	54900 Other Current Charges	41,570	43,283	102,200	102,200	0
	Total Current Chgs & Oblig	41,570	43,283	102,200	102,200	0
<i>Equipment</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	55000 Automotive Equipment	0	0	0	0	0
	55400 Lease/Purchase	14,199	7,154	0	0	0
	55600 Office Furniture & Equipment	0	0	0	0	0
	55900 Misc Equipment	29,137	3,278	0	0	0
	Total Equipment	43,336	10,432	0	0	0
<i>Other</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	56200 Special Appropriation	0	0	0	0	0
	57200 Structures & Improvements	0	0	0	0	0
	58000 Land & Non-Structure	0	0	0	0	0
	Total Other	0	0	0	0	0
	Grand Total	2,639,062	2,467,748	2,098,718	2,098,718	0

Department Personnel

Title	Union Code	Grade	Position	FY05 Salary	Title	Union Code	Grade	Position	FY05 Salary
Supervisor-Budgets	CDH		1	100,271	Deputy Director	MYO	14	1	86,146
Executive Assistant (MIS)	EXM	12	1	93,357	Budget Supervisor	MYO	12	1	78,020
Executive Asst (OBM)	EXM	10	3	254,232	Senior Financial Manager	MYO	10	1	70,179
Pr Admin Asst (ASD)	EXM	7	1	45,764	Pr Budget Analyst (ASD)	SE1	9	1	78,330
Executive Asst (OBM)	EXO	10	1	84,744	Sr DP Systems Analyst (BUD)	SE1	9	1	78,330
Administrative Secretary	SU4	17	1	52,223	Prin Admin Assistant	SE1	8	2	145,839
Admin Assistant (WC)	SU4	16	1	42,906	Budget Policy Analyst	MYO	7	3	143,714
Admin Secretary	SU4	14	1	39,684	Management Analyst	SE1	6	6	312,873
					Senior Admin Analyst	SE1	6	1	60,696
					Total			27	1,767,309
					Adjustments				
					Differential Payments				0
					Other				21,000
					Chargebacks				-390,000
					Salary Savings				-110,164
					FY05 Total Request				1,288,145

Program 1. Administration

Karen A. Connor, Manager Organization: 141100

Program Description

The Administration Program provides both overall direction and management to the Department, and support services such as internal budget preparation, personnel administration, MIS support and training, and internal report production.

Program Objectives

- To maintain the operational efficiency of the department to support achievement of department objectives.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of available regular hours worked	98%	98%	97%	98%

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	8	8	7	7
Personnel Services	521,564	576,450	524,712	518,629
Non Personnel	902,378	965,638	742,170	720,673
Total	1,423,942	1,542,088	1,266,882	1,239,302

Program 2. Budget Formulation

Karen A. Connor, Manager Organization: 141200

Program Description

The Budget Formulation and Analysis Program is responsible for the development and implementation of the City's operating budget. Program staff analyze program and fiscal management issues throughout City government.

Program Objectives

- To ensure a balanced budget that achieves its stated objectives.
- To implement a strategic planning process to effectively plan for capital and operating investments.
- To monitor departmental service delivery and its relationship to available financial resources.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
Balanced budget for ensuing fiscal year that reflects a coordinated goals and budget process submitted to City Council by second Wednesday in April per City Charter	1	1	1	1
Monthly expenditure variance reports available to city departments	8	10	10	10
<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	10	10	9	9
Personnel Services	464,934	483,622	497,976	551,343
Non Personnel	7,946	8,023	8,420	8,500
<i>Total</i>	<i>472,879</i>	<i>491,645</i>	<i>506,396</i>	<i>559,843</i>

Program 3. Revenue Monitoring

Chris Giuliani, Manager Organization: 141300

Program Description

The Revenue Monitoring and Fiscal Analysis Program works to improve Boston's ability to deliver services by maximizing its revenue. The program also provides economic and fiscal analyses as an aid in fiscal decision-making by the Mayor, the Chief Financial Officer, and the Budget Director.

Program Objectives

- To ensure a balanced budget that achieves its stated objectives.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
	% by which actual revenues exceed revenue estimates in the original adopted budget	1%	1%	1%	1%
Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
	Quota	2	2	2	2
	Personnel Services	148,096	155,271	161,496	157,664
	Non Personnel	2,554	2,866	2,460	2,900
	Total	150,650	158,137	163,956	160,564

Program 4. Improving Management Project

Karen A. Connor, Manager Organization: 141400

Program Description

The primary mission of the Improving Management Project is evaluating City programs and services to inform the allocation of resources. This program encourages organizational changes or operational improvements that increase the effectiveness or productivity of City departments. The program provides reliable, objective, and independent information to City managers about department performance and operations, assists in reviewing the effectiveness of service delivery, and identifies the extent to which programs overlap or duplicate one another. In addition, we assist departments and cabinets in establishing performance standards to determine the effectiveness of programs. The program also invests in department personnel through training.

Program Objectives

- To plan, develop, and deliver training programs in response to needs to strengthen and upgrade workplace skills.
- To conduct accurate, objective, and independent analysis of City programs and services.

Program Outcomes	Actual '02	Actual '03	Projected '04	PLOS '05
Program or service analyses completed	2	2	2	2
Project benefits realized; corrective actions in response to findings and recommendations	2	2	2	TBR
Hours of continuing Professional Education Training	16	0	0	TBR

Selected Service Indicators	Actual '02	Actual '03	Approp '04	Budget '05
Quota	1	1	0	0
Personnel Services	416	0	0	2,500
Non Personnel	3,122	3,177	1,500	4,400
Total	3,538	3,177	1,500	6,900

Program 5. Capital Budgeting

Roger McCarthy, Manager Organization: 141500

Program Description

The Capital Budgeting Program manages the capital plan of the City. It prepares a multi-year capital plan, oversees capital construction projects, equipment acquisitions, and contracts, and manages all capital fund appropriations and related revenue including bonds, and grants.

Program Objectives

- To maintain debt service costs at 7% or less of operating budget expenditures.
- To ensure timely submission of the annual capital plan update.
- To effectively manage the capital appropriation system.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
	Debt service costs as a % of operating expenditures	6.9%	7%	7%	7%
	Submission of capital budget	1	1	1	1
	% of funds expended in accordance with bond requirements	100%	100%	100%	100%
	% of anticipated external revenue collected	90%	90%	90%	90%
Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
	Quota	8	7	7	7
	Personnel Services	395,185	87,893	28,188	1,865
	Non Personnel	5,155	4,871	5,420	5,400
	Total	400,340	92,764	33,608	7,265

Program 6. Risk Management

Lynda Fraley, Manager Organization: 141600

Program Description

The Risk Management Program develops and implements the City's integrated risk financing program, which includes self-insurance and commercial policies. The program also assists other City departments in their efforts to minimize disruption of services due to accidental losses of human, financial and physical assets.

Program Objectives

- To promote improved city-wide risk management efforts and lower related costs.
- To develop and implement city-wide risk financing strategy.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
Risk related cost increases as a percentage of medical inflation		115%	130%	200%	200%
City-wide risk management reviews or improvements		2	1	1	1
Risk financing strategy implemented		88%	87%	87%	87%

Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
Quota		2	2	2	2
Personnel Services		129,471	127,071	70,376	68,844
Non Personnel		58,241	52,864	56,000	56,000
Total		187,712	179,936	126,376	124,844

Execution of Courts Operating Budget

Appropriation: 333

Department Mission

The Execution of Courts appropriation provides for funding for settlements, awards, and court orders. These result from claims against the City of Boston and its agencies and employees for damages to persons or property. The appropriation also funds interest on tax abatements.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Execution of Courts	5,000,000	2,165,776	3,500,000	3,500,000
	<i>Total</i>	<i>5,000,000</i>	<i>2,165,776</i>	<i>3,500,000</i>	<i>3,500,000</i>

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	0	0	0	0
Non Personnel	5,000,000	2,165,776	3,500,000	3,500,000
<i>Total</i>	<i>5,000,000</i>	<i>2,165,776</i>	<i>3,500,000</i>	<i>3,500,000</i>

Medicare Payments Operating Budget

Appropriation: 139

Department Mission

The Medicare Payments appropriation supports federal regulations that extend mandatory Medicare coverage to municipal employees. Federal law requires the City of Boston and County of Suffolk to pay the Social Security Trust Fund a Medicare insurance premium amounting to 1.45% of an employee's salary up to \$125,000 for each employee hired after March 31, 1986. The Medicare Payments appropriation reflects the amount of this contribution. The City's payment is matched by an equal contribution from the employee.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Medicare Payments	3,952,017	3,902,067	4,100,000	4,450,000
	<i>Total</i>	<i>3,952,017</i>	<i>3,902,067</i>	<i>4,100,000</i>	<i>4,450,000</i>

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	3,952,017	3,902,067	4,100,000	4,450,000
Non Personnel	0	0	0	0
<i>Total</i>	<i>3,952,017</i>	<i>3,902,067</i>	<i>4,100,000</i>	<i>4,450,000</i>

Pensions and Annuities - City Operating Budget

Appropriation: 374

Department Mission

The Pensions and Annuities appropriation funds the City's payments to retired City officials and employees who were not members of the contributory retirement systems. There are approximately 218 individuals currently in the City's non-contributory system. These are largely members who qualify under the Veteran's Retirement Law as being World War II veterans, having 30 years of service, and being employed prior to 1939. Also included are approximately 27 Police and Fire members who received special legislation retirements due to extreme workplace injuries.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Pensions & Annuities - City	5,665,000	4,600,000	4,600,000	4,600,000
	<i>Total</i>	<i>5,665,000</i>	<i>4,600,000</i>	<i>4,600,000</i>	<i>4,600,000</i>

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	5,665,000	4,600,000	4,600,000	4,600,000
Non Personnel	0	0	0	0
<i>Total</i>	<i>5,665,000</i>	<i>4,600,000</i>	<i>4,600,000</i>	<i>4,600,000</i>

Pensions and Annuities - County Operating Budget

Appropriation: 749

Department Mission

The Pensions and Annuities appropriation funds the County's payments to retired County officials and employees who were not members of the contributory retirement systems. Individuals paid under this system are veterans of World War II, have 30 years of service, and were employed prior to 1939.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Pensions & Annuities - County	300,000	300,000	300,000	300,000
	<i>Total</i>	<i>300,000</i>	<i>300,000</i>	<i>300,000</i>	<i>300,000</i>

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	300,000	300,000	300,000	300,000
Non Personnel	0	0	0	0
<i>Total</i>	<i>300,000</i>	<i>300,000</i>	<i>300,000</i>	<i>300,000</i>

Purchasing Division Operating Budget

William Hannon, Purchasing Agent Appropriation: 143

Department Mission

The mission of the Purchasing Department is to purchase the best quality products at the lowest possible price and to deliver those products to City departments promptly. The Department is also responsible for surplus property, processing mail, providing copier service and publishing the City Record.

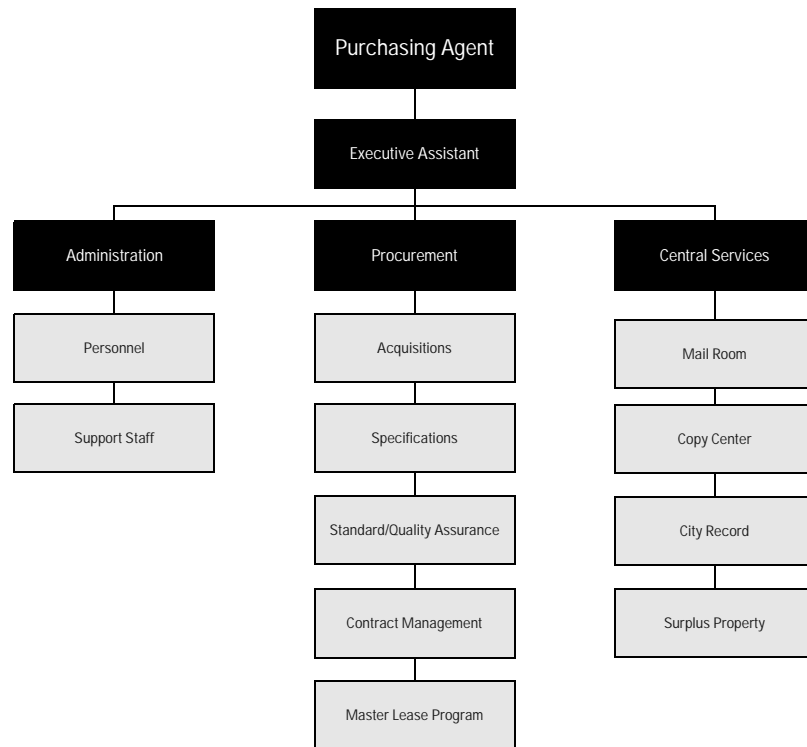
FY05 Performance Objectives

- To increase customer satisfaction with Purchasing Department services.
- To seek quality goods according to user department specifications.
- To deliver on departmental requests for goods as soon as possible.
- To produce copies at lower than commercially available costs.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Administration	243,611	256,675	280,367	276,015
	Procurement	609,676	638,267	639,104	646,086
	Central Services	397,136	334,426	213,001	210,372
	<i>Total</i>	<i>1,250,423</i>	<i>1,229,368</i>	<i>1,132,472</i>	<i>1,132,472</i>

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	994,075	1,021,336	1,005,960	1,011,538
Non Personnel	256,348	208,033	126,512	120,934
<i>Total</i>	<i>1,250,423</i>	<i>1,229,368</i>	<i>1,132,472</i>	<i>1,132,472</i>

Purchasing Division Operating Budget



Authorizing Statutes

- Enabling Legislation, MGLA c. 41, s. 103.
- Duties of the Purchasing Agent, CBC Ord. 5, s. 1.8.
- Content and Sale, CBC ST. 2, s. 650.
- Uniform Procurement Act, MGLA c. 30B.

Description of Services

The Purchasing Department procures all supplies, materials, and equipment for City and County departments. The Department selects vendors through public bidding and processes purchase orders and contracts. The Central Services Unit ensures the efficient and economical disposal of all surplus City property excluding land and buildings, and processes and posts all outgoing, inter-office, and incoming mail. This unit also produces the City Record and operates the Copy Center.

Department History

<i>Personnel Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	51000 Permanent Employees	990,820	1,017,785	1,005,460	1,011,038	5,578
	51100 Emergency Employees	0	0	0	0	0
	51200 Overtime	3,255	3,551	500	500	0
	51600 Unemployment Compensation	0	0	0	0	0
	51700 Workers' Compensation	0	0	0	0	0
	Total Personnel Services	994,075	1,021,336	1,005,960	1,011,538	5,578
<i>Contractual Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	52100 Communications	15,930	16,701	16,080	15,852	-228
	52200 Utilities	0	0	0	0	0
	52400 Snow Removal	0	0	0	0	0
	52500 Garbage/Waste Removal	0	0	0	0	0
	52600 Repairs Buildings & Structures	0	0	0	0	0
	52700 Repairs & Service of Equipment	9,436	11,564	23,594	19,540	-4,054
	52800 Transportation of Persons	0	0	0	0	0
	52900 Contracted Services	96,319	62,079	39,500	27,252	-12,248
	Total Contractual Services	121,685	90,344	79,174	62,644	-16,530
<i>Supplies & Materials</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	53000 Auto Energy Supplies	0	0	0	0	0
	53200 Food Supplies	0	0	0	0	0
	53400 Custodial Supplies	0	0	0	0	0
	53500 Med, Dental, & Hosp Supply	0	0	0	0	0
	53600 Office Supplies and Materials	13,753	13,615	12,580	10,300	-2,280
	53700 Clothing Allowance	0	0	0	0	0
	53900 Misc Supplies & Materials	12	0	0	0	0
	Total Supplies & Materials	13,765	13,615	12,580	10,300	-2,280
<i>Current Chgs & Oblig</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	54300 Workers' Comp Medical	0	0	0	0	0
	54400 Legal Liabilities	0	0	0	0	0
	54500 Aid To Veterans	0	0	0	0	0
	54600 Current Charges H&I	0	0	0	0	0
	54700 Indemnification	0	0	0	0	0
	54900 Other Current Charges	2,355	3,268	2,084	2,240	156
	Total Current Chgs & Oblig	2,355	3,268	2,084	2,240	156
<i>Equipment</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	55000 Automotive Equipment	0	0	0	0	0
	55400 Lease/Purchase	9,708	35,366	32,674	34,598	1,924
	55600 Office Furniture & Equipment	0	0	0	0	0
	55900 Misc Equipment	104,963	53,807	0	5,152	5,152
	Total Equipment	114,671	89,173	32,674	39,750	7,076
<i>Other</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	56200 Special Appropriation	3,874	11,632	0	6,000	6,000
	57200 Structures & Improvements	0	0	0	0	0
	58000 Land & Non-Structure	0	0	0	0	0
	Total Other	3,874	11,632	0	6,000	6,000
	Grand Total	1,250,425	1,229,368	1,132,472	1,132,472	0

Department Personnel

Title	Union Code	Grade	Position	FY05 Salary	Title	Union Code	Grade	Position	FY05 Salary
Purchasing Agent	CDH		1	103,279	Computer Programmer Trainee	SU4	10	1	32,618
Executive Asst (PUD)	EXM	11	1	89,951	Prin Account Examiner	SU4	10	1	27,066
Admin Asst (Purchasing)	SU4	17	1	52,223	Asst Purchasing Agent	SE1	9	2	156,659
Senior Buyer	SU4	17	3	156,669	Prin Account Clerk	SU4	9	1	25,109
Buyer/Purchasing	SU4	16	2	92,906	Prin Admin Assistant	SE1	8	1	72,920
Admin Analyst	SU4	14	1	34,809	Senior Admin Analyst	SE1	6	1	60,696
Assistant Buyer	SU4	12	1	35,280	Admin Assistant (ASD)	SE1	5	1	55,686
					Admin Assistant (Purchasing)	SE1	4	1	50,676
					Total			19	1,046,546
					Adjustments				
					Differential Payments				0
					Other				17,492
					Chargebacks				-53,000
					Salary Savings				0
					FY05 Total Request				1,011,038

Program 1. Administration

Barry Fadden, Manager Organization: 143100

Program Description

The Administration Program provides administrative, fiscal and human resource support to the Department.

Program Objectives

- To increase customer satisfaction with Purchasing Department services.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
	% of user departments that rate purchasing services satisfactory	100%	100%	100%	94%
<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
	Quota	3	3	3	3
	Personnel Services	208,118	217,174	221,677	222,545
	Non Personnel	35,493	39,501	58,690	53,470
	<i>Total</i>	<i>243,611</i>	<i>256,675</i>	<i>280,367</i>	<i>276,015</i>
	Departments satisfied	34	34	34	43
	Departments surveyed	34	34	34	46

Program 2. Procurement

John Shea, Vincent Caiani, Managers Organization: 143200

Program Description

The Procurement Program procures goods and materials for use by City departments. This program selects vendors through the public bid process, and initiates purchase orders and contracts consistent with appropriateness of cost, quality, delivery requirements, and vendor service. The program maintains the major vendor account for the City's Copier Lease/Purchase Program.

Program Objectives

- To seek the lowest possible price by increasing competition among vendors.
- To seek quality goods according to user department specifications.
- To increase items purchased through a purchase contract.
- To deliver on departmental requests for goods as soon as possible.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of deliveries meeting user department's satisfaction and specifications	100%	97%	94%	97%
% of requisition items purchased on contract	70%	72%	70%	70%
Days elapsed between requisition receipt and date of PO dispatch from department	7.0	6.17	3.3	5
City Record subscriptions.			220	210

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	13	12	12	12
Personnel Services	601,709	626,991	630,294	635,346
Non Personnel	7,967	11,277	8,810	10,740
Total	609,676	638,267	639,104	646,086
Total purchase requisitions	7,070	6,142	6,800	7,000

Program 3. Central Services

Francis Duggan, Manager Organization: 143300

Program Description

The Central Services Program provides mail service, document reproduction service, disposal of surplus property, and publishing of the City Record. This program is responsible for handling all incoming and outgoing mail for departments within City Hall. It provides a large volume and fast copy reproduction service through its Copy Center. The Surplus Property Unit ensures the efficient and economical disposal of all the City's surplus property excluding land and buildings. This program is responsible for publishing, distribution, billing, and marketing of the City Record.

Program Objectives

- To produce copies at lower than commercially available costs.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
	In-house copying costs as a % of commercial copy prices	74%	60%	71%	67%

<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
	Quota	5	5	4	4
	Personnel Services	184,249	177,171	153,989	153,648
	Non Personnel	212,888	157,255	59,012	56,724
	Total	397,136	334,426	213,001	210,372
	Avg. internal copy cost	.0372	.03	.04	.042
	Comparable avg. commercial price	.05	.05	.06	.06

Treasury Department Operating Budget

Lisa C. Signori, Collector-Treasurer Appropriation: 137

Department Mission

The mission of the Treasury Department is to collect and transfer all funds due to the City. The Department also deposits and invests City funds, manages the City's borrowings, and makes all disbursements.

FY05 Performance Objectives

- To optimize the return on invested city funds.
- To issue quarterly real estate and personal property tax bills in compliance with statutory requirements.
- To prepare and issue all payroll checks accurately and on time.
- To maximize the collection of current year real estate and personal property taxes.
- To maximize collection of delinquent taxes.
- To complete the annual tax certification and tax taking on delinquent properties.
- To process tax payments and City department deposits through the tellers and ensure that all monies are accurately deposited.
- To conduct monthly account reconciliations between the Collecting Division and the Auditing Department.
- To ensure that the City's Trust overall investment performance is superior to the average public fund over an economic cycle.
- To monitor the City's return on Trust Fund investments.
- To manage debt issuance.

<i>Operating Budget</i>	<i>Division Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Collecting Division	2,071,972	2,192,443	2,081,284	1,599,722
	Treasury Division	1,752,064	1,777,510	1,919,814	1,766,576
	Total	3,824,036	3,969,953	4,001,098	3,366,298

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	2,641,542	2,609,749	2,747,244	2,722,403
Non Personnel	1,182,495	1,360,204	1,253,854	643,895
Total	3,824,036	3,969,953	4,001,098	3,366,298

Treasury Department Operating Budget

Authorizing Statutes

- Bonding Requirements, MGLA c. 41, s. 35.
- Deposit on Funds, MGLA c. 40, s. 3,5; MGLA c. 41, s. 46; MGLA c. 44, s. 53-55; MGLA c.70A, s. 4; MGLA c. 94C, s. 47.
- Custody and Safekeeping of Municipal Funds, MGLA c. 40, s. 5B; MGLA c. 41, s. 36,44,46; MGLA c. 44, s. 53-55.
- Payment of Bills, Payrolls, Withholding, MGLA c. 41, s. 35, 41-43,52,56,65-67; MGLA c. 71, s.37B; MGLA c. 149, s. 148, 178B; MGLA c. 62B, s. 2; MGLA c. 62, s. 10; MGLA c. 32, s. 22; MGLA c. 32B, s. 7; MGLA c. 154, s. 8; MGLA c. 175, s. 138A, 193R; MGLA c. 180, s. 17; 26 USC 3401-3406.
- Reporting of Indebtedness, MGLA c. 41, s. 59; MGLA c. 44, s. 22-28.
- Appropriated Expenditures, MGLA c. 44, s. 31,53, 62-63.
- Tax Title Responsibilities, MGLA c. 60, s. 61-63, 76-77, 79-80.
- Tax Rate Determination/Classification, MGLA c. 59, s. 23, 38, 43, 53-55.
- Tax Abatements, MGLA c. 58, s. 8; MGLA c 59, s. 5,59,63,69.
- Collection of Local Taxes, MGLA c. 60.
- General Authorizing Statutes, Ch. 434, s. 7, Acts of 1943.
- Motor Vehicle Excise Tax, MGLA c. 60A.
- Gifts and Grants, MGLA c. 44, s. 53A.
- Municipal Indebtedness, MGLA, c. 44, s. 11,20.
- Sale/Disposal of Realty/Public Land, MGLA c. 44, s. 63-63A.
- Classification and Taxation of Recreational Land, MGLA c. 60B.

Description of Services

The Treasury Department receives, deposits, and invests funds, and pays all warrants, drafts, and orders. The Department issues, redeems, and pays interest on all bonds and notes, and maintains custody of all trusts and bequests left to the City. Additionally, the Department issues and distributes payroll checks and issues required federal and state tax forms. The Department issues and collects all current and delinquent tax billings, and departmental revenue. The Department also prepares petitions for land court proceedings and municipal liens, and processes abatements and refunds. Additionally, the Department prepares tax certifications and tax takings, and researches tax problems.

Department History

<i>Personnel Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	51000 Permanent Employees	2,591,824	2,576,708	2,690,244	2,673,403	-16,841
	51100 Emergency Employees	0	0	0	0	0
	51200 Overtime	45,313	33,041	49,000	49,000	0
	51600 Unemployment Compensation	4,405	0	8,000	0	-8,000
	51700 Workers' Compensation	0	0	0	0	0
	Total Personnel Services	2,641,542	2,609,749	2,747,244	2,722,403	-24,841
<i>Contractual Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	52100 Communications	45,627	46,795	46,600	46,200	-400
	52200 Utilities	0	0	0	0	0
	52400 Snow Removal	0	0	0	0	0
	52500 Garbage/Waste Removal	0	0	0	0	0
	52600 Repairs Buildings & Structures	0	0	0	0	0
	52700 Repairs & Service of Equipment	7,966	13,395	26,325	26,325	0
	52800 Transportation of Persons	10,330	10,955	7,020	7,020	0
	52900 Contracted Services	200,940	218,277	91,160	88,100	-3,060
	Total Contractual Services	264,863	289,422	171,105	167,645	-3,460
<i>Supplies & Materials</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	53000 Auto Energy Supplies	0	0	0	0	0
	53200 Food Supplies	0	0	0	0	0
	53400 Custodial Supplies	0	0	0	0	0
	53500 Med, Dental, & Hosp Supply	0	0	0	0	0
	53600 Office Supplies and Materials	404,980	594,234	459,500	464,500	5,000
	53700 Clothing Allowance	0	0	0	0	0
	53900 Misc Supplies & Materials	320	0	100	100	0
	Total Supplies & Materials	405,300	594,234	459,600	464,600	5,000
<i>Current Chgs & Oblig</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	54300 Workers' Comp Medical	0	0	0	0	0
	54400 Legal Liabilities	0	0	0	0	0
	54500 Aid To Veterans	0	0	0	0	0
	54600 Current Charges H&I	0	0	0	0	0
	54700 Indemnification	0	0	0	0	0
	54900 Other Current Charges	15,031	12,286	12,150	10,650	-1,500
	Total Current Chgs & Oblig	15,031	12,286	12,150	10,650	-1,500
<i>Equipment</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	55000 Automotive Equipment	0	0	0	0	0
	55400 Lease/Purchase	0	0	0	0	0
	55600 Office Furniture & Equipment	877	0	0	0	0
	55900 Misc Equipment	2,990	1,920	10,000	0	-10,000
	Total Equipment	3,867	1,920	10,000	0	-10,000
<i>Other</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	56200 Special Appropriation	493,433	462,341	601,000	1,000	-600,000
	57200 Structures & Improvements	0	0	0	0	0
	58000 Land & Non-Structure	0	0	0	0	0
	Total Other	493,433	462,341	601,000	1,000	-600,000
	Grand Total	3,824,036	3,969,952	4,001,099	3,366,298	-634,801

Department Personnel

Title	Union Code	Grade	Position	FY05 Salary	Title	Union Code	Grade	Position	FY05 Salary
Collector Treasurer	CDH		1	118,323	Teller	SU4	13	4	137,108
Asst Corp Counsel V	EXM	10	1	83,833	Head Clerk	SU4	12	2	59,723
Prin Admin Asst (Fin Cab)	EXM	10	1	73,176	Executive Assistant	SE1	11	1	89,951
Administrative Secretary	SU4	17	1	52,223	First Asst Coll Tr-Coll	SE1	11	1	89,951
Principal Accountant	SU4	16	7	331,918	Second Asst Coll Tr-Treas	SE1	10	1	84,744
Admin Assistant	SU4	15	1	44,640	Executive Secretary (TR)	SE1	9	1	78,330
Senior Programmer	SU4	15	1	44,640	Prin Account Clerk	SU4	9	1	31,364
Tax Title Supervisor	SU4	15	2	89,280	Supervisor Accounting	SE1	8	8	576,770
Admin Analyst	SU4	14	1	39,684	Data Proc Sys Analyst I	SE1	7	1	66,707
Assistant Prin Accountant	SU4	14	2	64,197	Executive Asst (Treasury)	SE1	6	1	60,696
First Asst Coll Tr-Treas	SE1	14	1	102,957	Pr Admin Assistant (TC)	SE1	6	3	180,866
Head Admin Clerk	SU4	14	1	39,684	Pr Admin Asst (TT)	SE1	6	1	57,547
Refund Teller	SU4	14	1	37,042	Senior Admin Analyst	SE1	6	1	60,696
Senior Legal Assistant	SU4	14	1	37,894	Sr Admin Assistant	SE1	5	3	167,058
Deputy Collector	SU4	13	6	214,143	Admin Assistant (TC)	SE1	4	1	45,204
					Total				58 3,160,350
					Adjustments				
					Differential Payments				0
					Other				29,938
					Chargebacks				-516,886
					Salary Savings				0
					FY05 Total Request				2,673,403

Treasury Division Operating Budget

Vivian M. Leo, Division Head Appropriation: 138

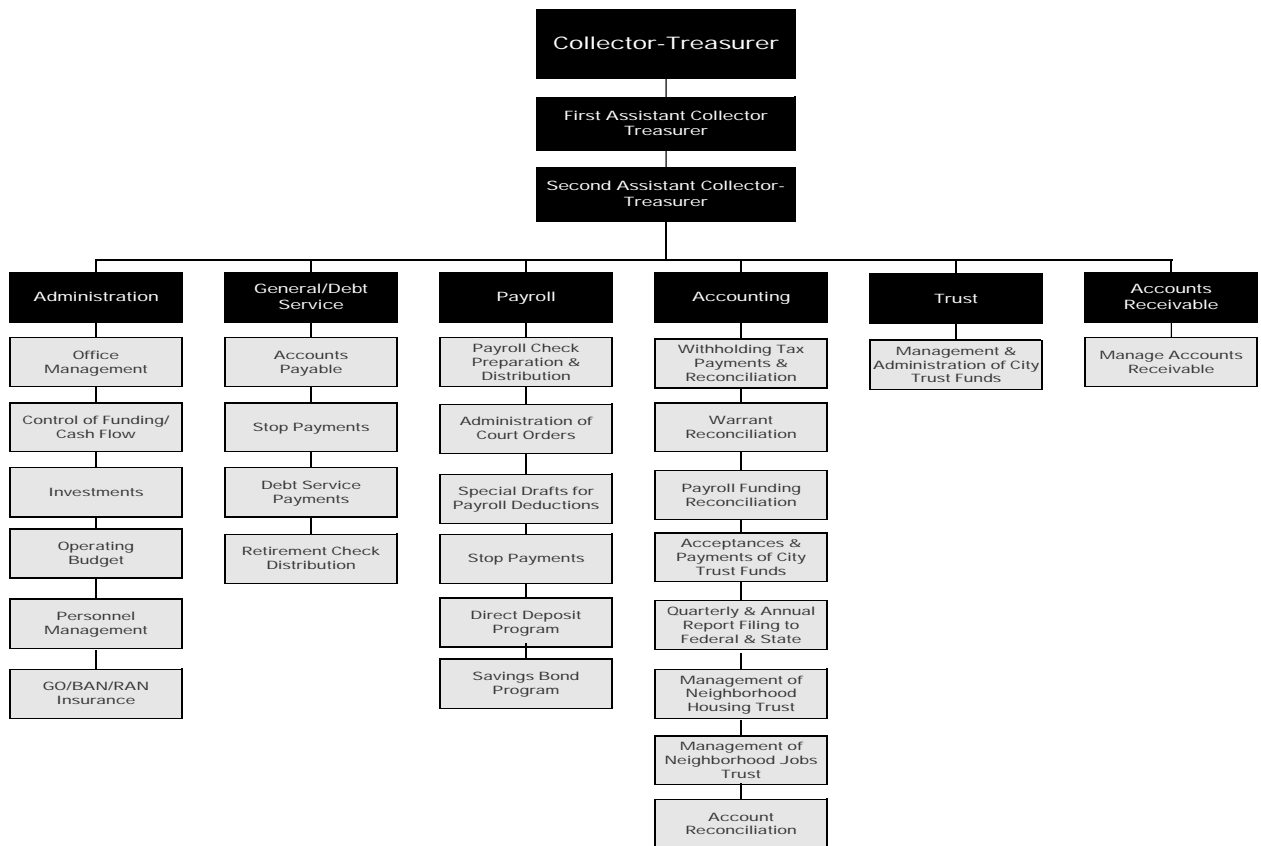
Division Mission

The Treasury Division receives and has care and custody of all monies, property, and securities acquired by virtue of any statute, ordinance, gift, devise, bequest, or deposit. In addition, the Division pays all warrants, drafts, bonds, and approved executions against the City.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	Administration	725,974	756,941	672,696	647,418
	General Service/Debt Service	291,815	305,509	456,938	324,804
	Payroll	348,423	277,060	284,826	316,771
	Accounting	178,269	228,845	227,039	180,684
	Accounts Receivable	207,389	209,154	278,315	296,898
	Trust	195	0	0	0
	<i>Total</i>	<i>1,752,064</i>	<i>1,777,510</i>	<i>1,919,814</i>	<i>1,766,576</i>

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel Services	1,434,869	1,412,693	1,516,759	1,483,481
Non Personnel	317,195	364,817	403,055	283,095
<i>Total</i>	<i>1,752,064</i>	<i>1,777,510</i>	<i>1,919,814</i>	<i>1,766,576</i>

Treasury Division Operating Budget



Description of Services

The Treasury Division invests all City funds, including amounts held by the Collector-Treasurer as custodian of all City trust funds, is responsible for managing the City's tax-exempt debt transactions, processes the salaries of all City employees, makes payments on all warrants, drafts and orders, and processes disbursements to all City vendors and contractors. The Treasury Division is also responsible for making debt service payments on outstanding City bonds, notes and other tax-exempt financing.

Division History

<i>Personnel Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	51000 Permanent Employees	1,404,381	1,399,847	1,488,759	1,463,481	-25,278
	51100 Emergency Employees	0	0	0	0	0
	51200 Overtime	30,488	12,846	20,000	20,000	0
	51600 Unemployment Compensation	0	0	8,000	0	-8,000
	51700 Workers' Compensation	0	0	0	0	0
	Total Personnel Services	1,434,869	1,412,693	1,516,759	1,483,481	-33,278
<i>Contractual Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	52100 Communications	21,761	22,941	21,400	21,000	-400
	52200 Utilities	0	0	0	0	0
	52400 Snow Removal	0	0	0	0	0
	52500 Garbage/Waste Removal	0	0	0	0	0
	52600 Repairs Buildings & Structures	0	0	0	0	0
	52700 Repairs & Service of Equipment	2,886	8,789	10,825	10,825	0
	52800 Transportation of Persons	10,330	10,788	7,020	7,020	0
	52900 Contracted Services	75,062	73,301	82,160	79,100	-3,060
	Total Contractual Services	110,039	115,819	121,405	117,945	-3,460
<i>Supplies & Materials</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	53000 Auto Energy Supplies	0	0	0	0	0
	53200 Food Supplies	0	0	0	0	0
	53400 Custodial Supplies	0	0	0	0	0
	53500 Med, Dental, & Hosp Supply	0	0	0	0	0
	53600 Office Supplies and Materials	196,735	244,532	264,500	159,500	-105,000
	53700 Clothing Allowance	0	0	0	0	0
	53900 Misc Supplies & Materials	320	0	0	0	0
	Total Supplies & Materials	197,055	244,532	264,500	159,500	-105,000
<i>Current Chgs & Oblig</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	54300 Workers' Comp Medical	0	0	0	0	0
	54400 Legal Liabilities	0	0	0	0	0
	54500 Aid To Veterans	0	0	0	0	0
	54600 Current Charges H&I	0	0	0	0	0
	54700 Indemnification	0	0	0	0	0
	54900 Other Current Charges	10,101	4,466	7,150	5,650	-1,500
	Total Current Chgs & Oblig	10,101	4,466	7,150	5,650	-1,500
<i>Equipment</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	55000 Automotive Equipment	0	0	0	0	0
	55400 Lease/Purchase	0	0	0	0	0
	55600 Office Furniture & Equipment	0	0	0	0	0
	55900 Misc Equipment	0	0	10,000	0	-10,000
	Total Equipment	0	0	10,000	0	-10,000
<i>Other</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	56200 Special Appropriation	0	0	0	0	0
	57200 Structures & Improvements	0	0	0	0	0
	58000 Land & Non-Structure	0	0	0	0	0
	Total Other	0	0	0	0	0
	Grand Total	1,752,064	1,777,510	1,919,814	1,766,576	-153,238

Department Personnel

Title	Union Code	Grade	Position	FY05 Salary	Title	Union Code	Grade	Position	FY05 Salary
Collector Treasurer	CDH		1	118,323	Executive Assistant	SE1	11	1	89,951
Asst Corp Counsel V	EXM	10	1	83,833	Second Asst Coll Tr-Treas	SE1	10	1	84,744
Prin Admin Asst (Fin Cab)	EXM	10	1	73,176	Executive Secretary (TR)	SE1	9	1	78,330
Administrative Secretary	SU4	17	1	52,223	Prin Account Clerk	SU4	9	1	31,364
Principal Accountant	SU4	16	6	286,411	Supervisor Accounting	SE1	8	6	430,930
Admin Analyst	SU4	14	1	39,684	Executive Asst (Treasury)	SE1	6	1	60,696
Assistant Prin Accountant	SU4	14	2	64,197	Pr Admin Asst (TT)	SE1	6	1	57,547
First Asst Coll Tr-Treas	SE1	14	1	102,957	Senior Admin Analyst	SE1	6	1	60,696
Refund Teller	SU4	14	1	37,042	Sr Admin Assistant	SE1	5	3	167,058
					Admin Assistant (TC)	SE1	4	1	45,204
					Total			32	1,964,366
					Adjustments				
					Differential Payments				0
					Other				16,000
					Chargebacks				-516,886
					Salary Savings				0
					FY05 Total Request				1,463,481

Program 1. Administration

Vivian M. Leo, Manager Organization: 138100

Program Description

The Administration Program hires, trains, and manages all Treasury Division personnel and ensures overall effective and efficient fund management.

Program Objectives

- To optimize the return on invested city funds.
- To manage debt issuance.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% by which return on city investments exceeds the federal funds rate		.22%	.09%	TBR	TBR
Number of GO, BAN/RAN, Refunds		3	5	1	1
<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota		12	10	7	7
Personnel Services		628,080	538,351	548,546	539,068
Non Personnel		97,894	218,591	124,150	108,350
Total		725,974	756,941	672,696	647,418
Average return on city investments		2.50%	1.51%	TBR	TBR
Average Federal Funds rate		2.28%	1.42%	TBR	TBR
Bank statements analyzed		12	12	12	12

Program 2. General Service/Debt Service

Judith Cataldo, Manager Organization: 138200

Program Description

The program is responsible for the processing and distribution of accounts payable, payroll deductions and garnishment checks, issuance of refund checks for real estate tax overpayments, and issuance of tax title payments. In addition, the program is responsible for the processing of checks and manual warrants for expedited payments, as well as the issuance and distribution of retirement direct deposit advices and checks. The program maintains records for principal and interest on City borrowings.

Program Objectives

- To pay all registered interest and registered debt of the City.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
	% of interest and principal paid by the due date	100%	100%	100%	100%

<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
	Quota	5	5	5	5
	Personnel Services	250,489	260,293	264,628	265,804
	Non Personnel	41,326	45,216	192,310	59,000
	Total	291,815	305,509	456,938	324,804
	Non-payroll checks prepared monthly	13,498	11,789	11,000	11,000

Program 3. Payroll

Priscilla Russell, Manager Organization: 138300

Program Description

The Payroll Program issues, on a timely basis, all payroll checks for City employees. Additionally, the program pays all deductions and garnishments.

Program Objectives

- To prepare and issue all payroll checks accurately and on time.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
	% of checks released by 10:30AM	100%	100%	100%	100%

<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
	Quota	6	5	5	5
	Personnel Services	213,068	224,678	236,731	239,026
	Non Personnel	135,355	52,382	48,095	77,745
	Total	348,423	277,060	284,826	316,771
	Total payments processed	276,699	821,024	500,000	500,000

Program 4. Accounting

Marirose Graham, Manager Organization: 138400

Program Description

The Accounting Program records and reconciles on a daily basis the cash and investment balances of the City. It reports daily on all financial transactions. Additionally, the program prepares and files federal and state forms and ensures payment of withholding taxes to state and federal agencies. The program is also responsible for ensuring the timely reconciliation of bank statements and city records.

Program Objectives

- To accurately reconcile checking and money market accounts.
- To monitor and reconcile all withheld taxes.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
% of withheld taxes paid on due date	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	7	7	7	7
Personnel Services	159,835	204,396	212,789	176,684
Non Personnel	18,434	24,450	14,250	4,000
Total	178,269	228,845	227,039	180,684

Program 5. Accounts Receivable

Maureen Garceau, Manager Organization: 138500

Program Description

The Accounts Receivable Program is responsible for establishing policies and procedures, monitoring compliance, and providing a central resource to revenue generating departments that utilize the PeopleSoft Accounts Receivable and Billing modules. Additionally, this central department performs all collection functions.

Program Objectives

- To increase the number of departments utilizing the PeopleSoft Accounts Receivable billing system.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
	Departments utilizing the PeopleSoft Accounts Receivable billing system.	5	7	7	10

Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
	Quota	3	3	4	4
	Personnel Services	183,203	184,975	254,065	262,898
	Non Personnel	24,187	24,179	24,250	34,000
	Total	207,389	209,154	278,315	296,898

Program 6. Trust

Robert Fleming, Manager Organization: 138600

Program Description

The Trust Program is charged with the responsibility of providing technical assistance to the City's various boards of trustees in the oversight of the investment programs for the more than 250 testamentary trust funds that have been entrusted to the City while ensuring that all beneficiary distributions are made in accordance with each benefactor's instructions.

Program Objectives

- To ensure that the City's Trust overall investment performance is superior to the average public fund over an economic cycle.
- To monitor the City's return on Trust Fund investments.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
	City's Trust Fund investment return within top 25% of total public funds	22%	22%	TBR	TBR
Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
	Quota	6	6	5	5
	Personnel Services	195	0	0	0
	Non Personnel	0	0	0	0
	Total	195	0	0	0

Collecting Division Operating Budget

Lisa C. Signori, Collector Treasurer Appropriation: 137

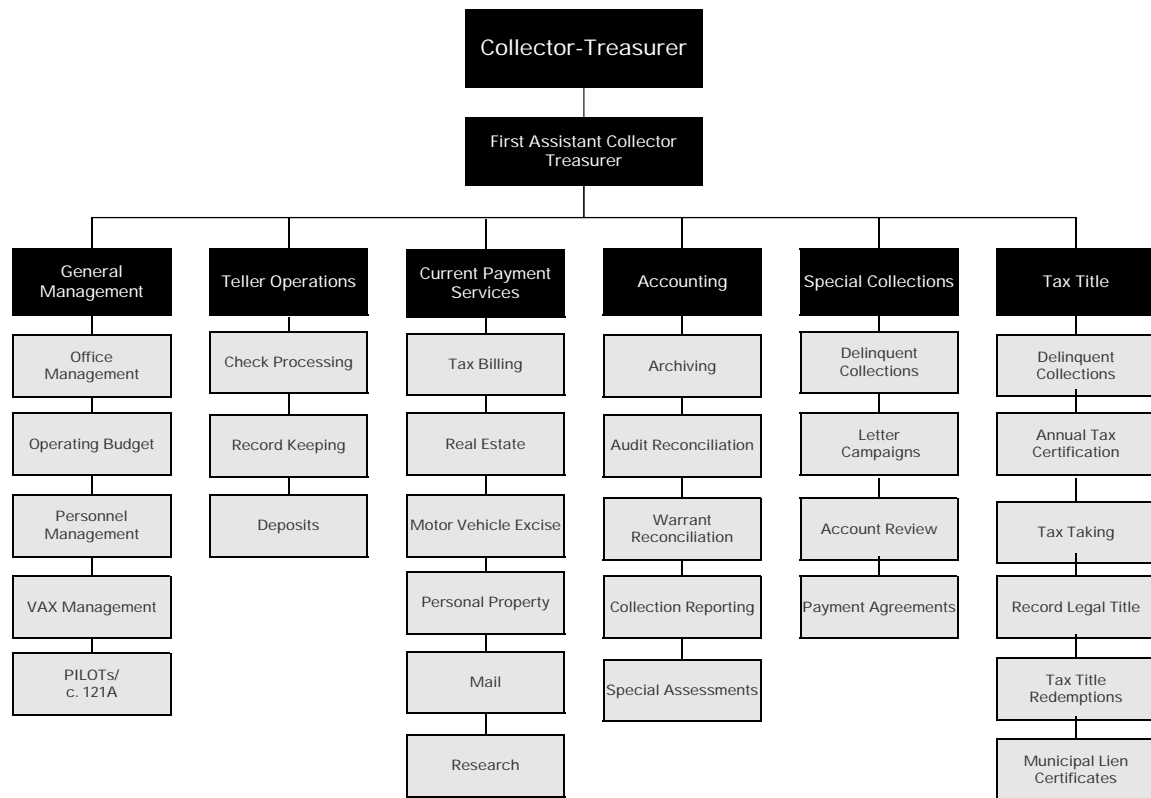
Division Mission

The Collecting Division collects taxes (property and excise) and fees due to the City using statutorily prescribed strategies as well as acceptable collection techniques. The Division is also responsible for recording and depositing collections of monies from other City departments with the Treasury Division.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '02</i>	<i>Total Actual '03</i>	<i>Total Approp '04</i>	<i>Total Budget '05</i>
	General Management	424,412	341,254	310,506	306,754
	Special Collections	299,905	278,688	254,467	260,869
	Tax Title System	650,996	774,677	801,653	201,978
	Teller Operations	174,007	202,260	197,301	196,697
	Accounting/Special Assessments	171,377	101,755	113,043	117,360
	Current Payment Services	351,276	493,809	404,314	516,064
	Total	2,071,972	2,192,443	2,081,284	1,599,722

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Personnel FTE's	28	28	26	26
Personnel Services	1,206,673	1,197,056	1,230,484	1,238,922
Non Personnel	865,299	995,387	850,800	360,800
Total	2,071,972	2,192,443	2,081,284	1,599,722

Collecting Division



Description of Services

The Collecting Division mails all tax bills and collects both current and delinquent taxes. The Division also prepares and files tax takings and tax certification liens, issues municipal lien certificates, and prepares petitions for foreclosures with the Law Department. Additionally, the Division prepares property redemption certificates, collects fees and fines and all other City revenue through teller windows, and prepares reports and analyses on various fiscal issues for the City of Boston.

Division History

<i>Personnel Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	51000 Permanent Employees	1,187,443	1,176,861	1,201,484	1,209,922	8,438
	51100 Emergency Employees	0	0	0	0	0
	51200 Overtime	14,825	20,195	29,000	29,000	0
	51600 Unemployment Compensation	4,405	0	0	0	0
	51700 Workers' Compensation	0	0	0	0	0
	Total Personnel Services	1,206,673	1,197,056	1,230,484	1,238,922	8,438
<i>Contractual Services</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	52100 Communications	23,866	23,855	25,200	25,200	0
	52200 Utilities	0	0	0	0	0
	52400 Snow Removal	0	0	0	0	0
	52500 Garbage/Waste Removal	0	0	0	0	0
	52600 Repairs Buildings & Structures	0	0	0	0	0
	52700 Repairs & Service of Equipment	5,080	4,606	15,500	15,500	0
	52800 Transportation of Persons	0	167	0	0	0
	52900 Contracted Services	125,878	144,975	9,000	9,000	0
	Total Contractual Services	154,824	173,603	49,700	49,700	0
<i>Supplies & Materials</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	53000 Auto Energy Supplies	0	0	0	0	0
	53200 Food Supplies	0	0	0	0	0
	53400 Custodial Supplies	0	0	0	0	0
	53500 Med, Dental, & Hosp Supply	0	0	0	0	0
	53600 Office Supplies and Materials	208,245	349,703	195,000	305,000	110,000
	53700 Clothing Allowance	0	0	0	0	0
	53900 Misc Supplies & Materials	0	0	100	100	0
	Total Supplies & Materials	208,245	349,703	195,100	305,100	110,000
<i>Current Chgs & Oblig</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	54300 Workers' Comp Medical	0	0	0	0	0
	54400 Legal Liabilities	0	0	0	0	0
	54500 Aid To Veterans	0	0	0	0	0
	54600 Current Charges H&I	0	0	0	0	0
	54700 Indemnification	0	0	0	0	0
	54900 Other Current Charges	4,930	7,820	5,000	5,000	0
	Total Current Chgs & Oblig	4,930	7,820	5,000	5,000	0
<i>Equipment</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	55000 Automotive Equipment	0	0	0	0	0
	55400 Lease/Purchase	0	0	0	0	0
	55600 Office Furniture & Equipment	877	0	0	0	0
	55900 Misc Equipment	2,990	1,920	0	0	0
	Total Equipment	3,867	1,920	0	0	0
<i>Other</i>		FY02 Expenditure	FY03 Expenditure	FY04 Appropriation	FY05 Recommended	Inc/Dec 04 vs 05
	56200 Special Appropriation	493,433	462,341	601,000	1,000	-600,000
	57200 Structures & Improvements	0	0	0	0	0
	58000 Land & Non-Structure	0	0	0	0	0
	Total Other	493,433	462,341	601,000	1,000	-600,000
	Grand Total	2,071,972	2,192,443	2,081,284	1,599,722	-481,562

Department Personnel

Title	Union Code	Grade	Position	FY05 Salary	Title	Union Code	Grade	Position	FY05 Salary
Principal Accountant	SU4	16	1	45,508	Deputy Collector	SU4	13	6	214,143
Admin Assistant	SU4	15	1	44,640	Teller	SU4	13	4	137,108
Senior Programmer	SU4	15	1	44,640	Head Clerk	SU4	12	2	59,723
Tax Title Supervisor	SU4	15	2	89,280	First Asst Coll Tr-Coll	SE1	11	1	89,951
Head Admin Clerk	SU4	14	1	39,684	Supervisor Accounting	SE1	8	2	145,839
Senior Legal Assistant	SU4	14	1	37,894	Data Proc Sys Analyst I	SE1	7	1	66,707
					Pr Admin Assistant (TC)	SE1	6	3	180,866
					Total			26	1,195,984
					Adjustments				
					Differential Payments				0
					Other				13,938
					Chargebacks				0
					Salary Savings				0
					FY05 Total Request				1,209,922

Program 1. General Management

Celia M. Barton, Manager Organization: 137100

Program Description

The General Management/Special Projects Program is responsible for hiring, training, and supervising the staff of the various programs managing the Micro VAX computer system.

Program Objectives

- To maximize the collection of current year real estate and personal property taxes.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
Current year tax collection rate	98%	99%	99%	99%

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	7	6	5	5
Personnel Services	361,907	281,361	285,806	282,054
Non Personnel	62,504	59,894	24,700	24,700
Total	424,412	341,254	310,506	306,754
PILOT accounts monitored	42	42	42	42

Program 2. Special Collections

Michael Hutchinson, Manager Organization: 137200

Program Description

The Special Collections Program collects delinquent real estate, personal property, and motor vehicle excise taxes. The program reduces new tax title accounts through aggressive collection, and reviews account activities prior to the placement of liens.

Program Objectives

- To maximize collection of delinquent taxes.

<i>Program Outcomes</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
	Delinquent taxes collected (millions)	\$43	\$43	\$35	\$35

<i>Selected Service Indicators</i>		<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
	Quota	7	6	6	6
	Personnel Services	256,783	229,126	241,967	248,369
	Non Personnel	43,122	49,562	12,500	12,500
	Total	299,905	278,688	254,467	260,869
	Delinquent personal property taxes collected	\$3.8M	\$1.5M	\$1.5M	\$1.5M
	Delinquent motor vehicle excise tax collected	\$6.4M	\$6.5M	\$6.2M	\$6.2M
	Tax title accounts resolved	1,363	1,522	1,500	1,500

Program 3. Tax Title System

N. Michael Portnoy, Manager Organization: 137300

Program Description

The Tax Title System Program is responsible for collecting delinquent real estate taxes. It manages the computerized system for controlling the City's recording of its legal title to properties with delinquent taxes. The system is used to record actions involving each account up through and including foreclosure or payment of the tax liability.

Program Objectives

- To complete the annual tax certification and tax taking on delinquent properties.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
Annual tax taking completed	1	1	1	1

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	1	4	4	4
Personnel Services	59,033	188,066	197,153	197,478
Non Personnel	591,963	586,612	604,500	4,500
Total	650,996	774,677	801,653	201,978
Annual certifications	3,357	3,010	3,000	3,000
Foreclosure petitions	744	802	600	600
Annual tax takings	2,476	2,448	2,600	2,600
Municipal lien certificates processed				25,000

Program 4. Teller Operations

Ellen Higginbottom, Manager Organization: 137400

Program Description

The Teller Operations Program processes all funds received by the City from taxpayers. It also records deposits made by City departments responsible for their own collections.

Program Objectives

- To process tax payments and City department deposits through the tellers and ensure that all monies are accurately deposited.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
	Daily balancing and depositing of all receipts	1/day	1/day	1/day	1/day

Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
	Quota	4	5	4	4
	Personnel Services	167,309	195,578	188,201	187,597
	Non Personnel	6,698	6,682	9,100	9,100
	Total	174,007	202,260	197,301	196,697
	Transactions processed by tellers	149,595	159,498	140,000	140,000
	Dollars processed by tellers	\$1.82B	\$1.53B	\$1.52B	\$1.52B

Program 5. Accounting/Special Assessments

Joyce A. Trabucco, Manager Organization: 137500

Program Description

The Accounting/Special Assessments Program is responsible for maintaining the books of the Collecting Division, as well as the management of the database used for controlling Collecting Division activities.

Program Objectives

- To conduct monthly account reconciliations between the Collecting Division and the Auditing Department.

Program Outcomes		Actual '02	Actual '03	Projected '04	PLOS '05
	% of reports completed by the tenth of the month	100%	100%	100%	100%

Selected Service Indicators		Actual '02	Actual '03	Approp '04	Budget '05
	Quota	4	2	2	2
	Personnel Services	169,974	100,019	107,543	111,860
	Non Personnel	1,402	1,735	5,500	5,500
	Total	171,377	101,755	113,043	117,360

Program 6. Current Payment Services

Dorothy Cofield, Manager Organization: 137600

Program Description

The Current Payment Services Program mails all current tax notices (including demand and warrant notices). It resolves questions from taxpayers and financial institutions regarding tax payments and provides duplicate tax bills. It processes all refunds and abatements, and issues all municipal lien certificates.

Program Objectives

- To issue quarterly real estate and personal property tax bills in compliance with statutory requirements.

<i>Program Outcomes</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Projected '04</i>	<i>PLOS '05</i>
Quarterly tax mailings by statutory deadline	4	4	4	4

<i>Selected Service Indicators</i>	<i>Actual '02</i>	<i>Actual '03</i>	<i>Approp '04</i>	<i>Budget '05</i>
Quota	5	5	5	5
Personnel Services	191,667	202,906	209,814	211,564
Non Personnel	159,609	290,902	194,500	304,500
Total	351,276	493,809	404,314	516,064
Total tax mailings	4	4	4	4
Real estate tax bills processed	618,978	628,176	615,000	615,000
Personal property tax bills processed	31,901	14,039	12,000	12,000
Motor vehicle excise bills processed	575,056	537,099	500,000	500,000